

Agenda: Chair's and DG's Progress

Report -Trustee Update – June 2022

Much has happened for the world, for SRHR, and for IPPF since we last updated you.

Russia's invasion of **Ukraine** has quickly descended into chronic and complex conflict. We have responded with SRH and SGBV interventions in Ukraine itself, and for refugees in Poland, Hungary, Romania, Moldova, and Slovakia. We quickly funded SRHR partners when they most needed it and have worked to remind all actors that SRHR is [a critical pillar](#) of any and all humanitarian response.

AFGA, our MA in **Afghanistan**, continues to deliver door-step services in 10 districts despite the conflict, sanctions, and Taliban restrictions. Sadly, one of the greatest threats to operations has been our own inability to get funds to them, because of the international sanctions regime. We have found a temporary solution, but we need to develop alternative channels for funds transfers into contexts affected by sanctions, having encountered similar barriers to transfer of funds to our Syria MA.

We are very pleased to advise that our **Mauritanian MA** will host an **FGM centre** to reinforce and unify our work through advocacy, service delivery, community empowerment, bringing together best practice from across the Arab world, Africa, Malaysia & Indonesia.

In March, the **Arab World Region** held a workshop on governance, which Sami Natsheh and Kate both attended. The meeting in Tunis provided a wonderful opportunity to meet the region's MAs' chairs, board members and executive directors. Discussions were constructive and engaging, with a clear consensus emerging on the need to strengthen governance capacity within the region. Different perspectives on how best to do that enriched the conversation. There was also very warm and appreciative support expressed by participants for IPPF's draft Strategy28.

IPPF has agreed a call for a two-year **gender-transformative global youth programme** under stream 2. In line with the commitment to youth-centered action and responding to the IPPF Youth Manifesto's Call to Action '*We want nothing for us, without us*', young people co-designed a youth-led and run theory-of-change process to scale up IPPF's youth activism. **Reproductive Health Uganda (RHU)** hosted the virtual Global Youth Connect (GYC) platform; concluding a consultation with IPPF youth leaders to strengthen participation, leadership and improving the communication of IPPF youth networks.

Thanks to our wonderful partners and regional team, we continue to rebuild IPPF in the **Americas and Caribbean**. We now have seven Collaborative Partners and are scoping partners in a further four countries. Aruba's membership will be considered at the upcoming Membership Committee meeting, and Bolivia, Ecuador, Guadeloupe and Martinique will follow shortly. There are a further three organizations undergoing due diligence checks. Our regional office, based in Colombia, is fully operational, and we will launch the Trinidad and Tobago based office too, once bank registration is complete. We will need the active support and engagement of trustees on certain administrative

details because local law obliges the IPPF BoT to be the governance body for the office as well.

As you are aware, the implications of the [leaked draft majority opinion](#) from the **United States Supreme Court on Roe v Wade** are still unfolding. That text, which gives a terrifying forewarning of what their final ruling may be, makes clear that the Court's trajectory is to overturn abortion rights. In parallel, across the US conservative states are enacting "handmaid" laws that would see [women charged with homicide](#) for abortion in the instances of ectopic pregnancy, rape, incest. The consequences of this regression will be spread far beyond the US, and be felt for decades to come. As a global provider of safe abortion care, IPPF must do all we can to resist, denounce, and overcome. Our Member Association - Planned Parenthood Federation of America (PPFA) - is on the frontline, leading the charge for change. They have launched a [Bans of our Bodies](#) movement and we are urging all MAs and partners to support what must be a global mobilization against this brutal attack on bodily autonomy.

Our own **Global Comprehensive Abortion Care Initiative (GCACI)** ended in December 2021, after 15 years of implementation. GCACI supported MAs in 23 countries across four regions to provide abortion care to over 873,000 clients, and contraceptive services to approximately 7.2 million clients. An end of programme review found that GCACI had a transformative impact. It strengthened and institutionalized IPPF's commitment to abortion, supporting MAs to become leading providers of quality abortion care. While GCACI has ended, MAs will continue to be supported to expand access to abortion care through the LAD supported programme 2022 and 2023, with an increased focus on innovative, person-centred models of care.

In our last update, we flagged discussions with the Government of **Australia** on continuation of our **SPRINT** project. We are delighted to confirm that we have signed a 12M AUD agreement for two and a half years, with a two-year option for extension. It means we can strengthen our response in crisis-affected populations in the Indo-Pacific region, as well as in South Asia and the Arab World. We note that this year, 13 emergency responses are being supported by Stream 3, and eight with SPRINT support.

On matters that are more internally driven but still powerfully important for our impact in the world:

- Under the inspirational leadership of Abhina Aher and CSIP, we are set to complete consultations on the **Strategy28**.
- The **Anti Racism Programme of Action** hosted a very successful two-day workshop on asset framing, a webinar on de-colonizing SRHR research, and held a workshop with Plan International. Additionally - IPPF and partner MA - PPFA continue to collaborate in order to learn from each other's approach and build a wider community of action. The Anti-Racism statement is set to be launched at the General Assembly.
- The General Assembly (GA) Oversight Group are meeting regularly to help prepare for the General Assembly in **Bogotá, Colombia**. The Secretariat GA Support team recently visited the GA host, Profamilia, both to prepare for the November GA and to celebrate the recent victory for women in Colombia.

- A task force has been established to develop a "**Secretariat Accountability Mechanism**", with a view to making the Secretariat more accountable to the MAs. The first assessment will be in 2023, and then in 2025 ahead of the end of the first 3-yr BP. This will be conducted every year ahead of the end of the 3-yr BP period, with Secretariat deliverables based on MAs' feedback. Five MAs will form the task force, and all MAs will be provided the chance to provide feedback on the mechanism whilst it is developed, and help us pilot the mechanism before it's rolled out globally.
- Secretariat guidelines for **hybrid working** have been developed to help us benefit from the diversity of our varying contexts and to help us work smarter. We are getting better at working to the different rhythms of time and place as covid restrictions lift and to do that we are working to ensure that technology is at a place where it aids that approach. The first global induction for **the next generation of strategic leaders** in External Relations took place in London, providing a model on which to build a new global induction framework for all colleagues.

We are also pleased to advise that the soon to be released **Annual Performance Report 2021** shows strong growth at pre-pandemic levels, despite losing the impact data from the former WHR MAs and Kenya's suspension. Total services delivered were 230m, up 6% year-on-year, and higher than 2020 or 2018. IPPF CYP is 28.9m, up 8% year-on-year and the highest level ever recorded at IPPF. This demonstrates MAs' resilience and recovery from the pandemic and their adaptation to new circumstances. Conversely, initial advocacy data indicates a total of 115-120 advocacy wins for 2021, which is below 2020's reported 136. ACR, ESEAOR, and SARO show significant declines. Reasons for this are being assessed.

WISH2ACTION (W2A) also overperformed in the no-cost extension period from Oct 21- March 22 and on 8th April, we signed a new contract with FCDO for a year's costed extension for £22.5m until March 2023. FCDO have now informed us that they are seeking budget for us to continue to Dec 2023. To date, W2A reached 2.8m additional users and 24m CYPs.

As we close out 2021, **IPPF's overall financial results** have been equally exceptional given the economic climate. We did not make use of the business support measures made available by the UK government but, of course, were hit by the catastrophic cuts to ODA. Nonetheless, income for the year (US\$164.7 million) decreased by only 0.8% (US\$1.4 million) from 2020. With tighter financial management and less travel, total expenditure (US\$147.3 million) decreased by 7.6% (US\$12.3million) compared to 2020, putting us in a better position to finance the development of the new strategy (2023-28) and a more predictable three-year financial cycle.

END

Action list and modified DG Performance Framework attached as Appendix.

**IPPF BOARD OF TRUSTEES MEETING:
9 & 10 March 2022
Decisions/Action List**

Green – Completed
Yellow – Pending

	ACTION ITEM	RESPONSIBLE	DEADLINE	STATUS
1.	<p>Minutes of the previous meetings</p> <p>The Board <u>adopted</u> the Minutes of the meeting of the Board of Trustees held virtually on 2 & 3 December 2021, as a true and accurate record.</p> <p>The Board <u>adopted</u> the Confidential Minutes of the meeting of the Board of Trustees held virtually on 2 & 3 December 2021 as a true and accurate record, subject to any amendments which Board members may wish to send to the Chair.</p>	Personal Assistant to the Director General	Immediate	
2.	<p>Conflict of Interests Policy</p> <p>The Board <u>approved</u> the new Conflict of Interest Policy, subject to feedback from the Board being incorporated into the Policy. The final version of the Policy would be circulated to the Board shortly.</p>	Director, Governance & Accreditation	March 2022	
3.	<p>Assessment of Board and Individual Trustee's performance</p> <p>It was noted following the presentation by the NGC Representative that:</p> <ul style="list-style-type: none"> • The approved BoT KPI tool would be used as a basis for the assessment of the three outgoing BoT members. • The NGC would also have conversations with the Board Chair and individual conversations with the three trustees. • Following to the above, a decision will be made about the renewal of these three trustees' term of office. 	Chair, BoT Chair NGC	April 2022	
4.	<p>DG's Performance Assessment Framework</p> <p>It was noted that feedback from the Board would be incorporated into the Director-General's Performance Assessment Framework document and this document would be re-circulated to the Board.</p>	DG/Chair	May 2022	
5.	<p>Governing Bodies' Terms of Office and Rotation</p>	All Board	May 2022	

	ACTION ITEM	RESPONSIBLE	DEADLINE	STATUS
	<p>Plan</p> <p>The Board considered the staggering of the terms of office of individual members of the Board Committees and asked the Board Committees' Chairs consider this matter and come back to the Board at its meeting in June 2022 with proposals on the way forward.</p> <p>Resolution to harmonise IPPF policies on terms of membership of Board Bodies</p> <ul style="list-style-type: none"> • Considering the previous amendments made to IPPF Policy 1.8 that removed a limitation for external trustees to serve for only one term. • Considering the need to ensure coherence and consistency across all relevant IPPF policies on the possibility for all trustees and Committee members to serve for up to a total of two terms. • Taking into consideration the challenges and the required resources in recruiting members of IPPF governing bodies. • Acknowledging IPPF stance to give equal opportunity to all, <p>The Board of Trustees approved the amendment of all relevant IPPF policies that limits external members' term of office to one term so that they can equally stand for a maximum of two terms and asks the Secretariat to give effect to these amendments throughout the IPPF Policy Handbook.</p>	<p>Committee Chairs</p> <p>IPPF BoT Chair</p> <p>Director, Governance & Accreditation</p>	<p>Immediate</p>	
6.	<p>General Assembly 2022</p> <p>The Board agreed to the proposed approach to engagement for a successful General Assembly, as presented in paper no. <u>BoT/03.22/DOC/3.2</u>.</p> <p>The Board approved the establishment of an Oversight Group to guide and oversee preparations for the General Assembly.</p>	<p>Director, External Relations</p> <p>All to note</p>	<p>Immediate</p>	
7.	<p>Board Vice-Chair position</p> <p>The Board approved the process to be followed for the establishment of the position of Vice Chair and the cessation of the role of Treasurer, as detailed in paper no. <u>BoT/03.22/DOC/3.3</u>.</p> <p>It was noted that communication of this proposal to MAs would need to be done with care and sensitivity, as many MAs operate under a governance structure which has a Treasurer position, and in some countries this is a legal requirement.</p>	<p>IPPF Honorary Legal Counsel</p> <p>IPPF C-FAR Chair</p> <p>Director, Finance & Technology</p>	<p>May 2022</p>	

	ACTION ITEM	RESPONSIBLE	DEADLINE	STATUS
		Director, Governance & Accreditation		
8.	<p>Federation Charter and Global Brand</p> <p>The Board approved the proposal for the development of an IPPF Charter as well as the creation of a stronger global brand which builds on MAs' individual identity while expressing the universality of sexual and reproductive rights and embodying global solidarity ("IPPF Rebrand").</p>	Director, External Relations	Work to begin when core of strategy done	
9.	<p>C-FAR Report</p> <p>The Board, following the recommendations of the C-FAR:</p> <p>Noted the C-FAR report and actions taken therein.</p> <p>Approved designation of the following funds as of 31st December 2021:</p> <ul style="list-style-type: none"> a. Additional funding to commence the review of and negotiation with members of the Defined Benefit Pension Scheme, in order to reduce the overall liability of the Scheme - US\$ 4,000,000. b. Triple "whammy" funding (balance) to be remitted as cash and commodity grants, from funds received late in 2021 from the Danish Government - \$2,675,083.64. c. Funding allocated for General Assembly to be held in 2022 - \$340,000. d. Emergency Grant allocated in 2021 to Afghanistan under Stream 3 - \$199,089. e. Revision of the unified Secretariat budget 2022, as summarized in Annex A. <p>Approved an additional and virtual meeting of the Board of Trustees to be held on the 8 or 9 December 2022, in order to meet significant operational/statutory requirements, including approval of the Budget for 2023-25.</p>	Director, Finance & Technology	Immediate	
10.	<p>Safeguarding and Incident Management</p> <p>In response to a request for the Board to be provided with information about cases which might pose a risk to the Federation, including potential financial risks, the Head of Safeguarding advised this information was provided to the IPPF insurers on an annual basis,</p>	Head of Safeguarding	June 2022	

	ACTION ITEM	RESPONSIBLE	DEADLINE	STATUS
	and she would consider how this could be conveyed to the Board.			
11.	<p>Resolution on IPPF WorldWide Inc</p> <p>The Board approved the delegation of authority to the Director-General to nominate Directors to the IPPF WWI and ratified the names of the current Directors, appointments of past Directors and the decisions that have been taken by them.</p>	Director, Finance & Technology	Immediate	
12.	<p>Board meeting papers</p> <p>It was noted that some of the papers for this Board meeting had not been circulated within the agreed two-week timeframe, including some papers in languages other than English. The Chair emphasised the need for Board members to receive papers within the agreed timeframe, to allow sufficient time for members to properly prepare themselves for the meeting. The DG agreed to ensure that the Secretariat makes every effort to meet this deadline for future meetings. It was agreed that this would also be highlighted in the Board Work Plan.</p>	DG Chair	Immediate	

UNIFIED SECRETARIAT BUDGET 2022

(Figures in US\$ '000)

	Approved budget	Net adjustments	Revised budget
Income			
Unrestricted	67,445	(768)	66,677
Designated			
Restricted	10,220	768	10,988
Total income	77,665	0	77,665
Expenditure			
Unrestricted	66,220	-	66,220
Designated	6,776	9,881	16,657
Restricted	27,003		27,003
Total expenditure	99,999	9,881	109,880
Unrestricted	1,225	(768)	457
Designated	(6,776)	(9,881)	(16,657)
Restricted	(16,783)	768	(16,015)
Total surplus	(22,334)	(9,881)	(32,215)

Reviewed DG's Performance Assessment Framework, with progress

At its meeting of 09/03/22 the Board requested that the draft DG Performance Assessment Framework be revised. Key suggestions included:

- Shift focus from means to ends (“results” or “outputs”).
- Greater emphasis on stakeholder engagement, advocacy and human rights.
- More specific contribution to forward thinking more apparent in the document.
- Reference to adjustment to the post-pandemic world of work to explicitly include development of hybrid working, investment in health and wellbeing.

	Objective	Expected Results	Indicators (Dec 2022)
Federation Health	1. MA Centre the Federation.	1.1. Re-built in Americas and Caribbean 1.2. Secretariat is more directly accountable to MAs. 1.3. Federation [MA hosted] centres and funds re-launched.	1.1.1. 2021 'new' CPs (Aruba, Bolivia, Brazil, Cuba, Ecuador, Guyana, Honduras, Guadeloupe, Martinica) integrated and progressing to membership. 1.1.2. Collaborative Partners identified in Haiti, Guatemala, Argentina, Nicaragua, Venezuela. 1.2.1. Created process to 'accredit' and report Secretariat work. 1.3.1. Have evaluated [MA] centres and funds, learnt and prepared cycle 2
	2. Drive governance reform	2.1 Organised a successful GA that energised the Federation 2.2. Improved risk management and brand reputation. 2.3. Resource and drive MA governance reform initiative	2.1.1. Governance set objectives accomplished and positive participant's evaluation 2.2.1. Strengthened donor confidence resulting from rolled out Global Assurance framework and re-designed accreditation system. 2.3.1. Resource and drive MA governance reform initiative
	3. Roll out new resource allocation model	3.1 Reduced MA transactional costs and increased predictability. 3.2 Shape and integrate the restricted projects portfolio more deliberately and strategically.	3.1.1. Successfully shifted to 3 yr business cases and improved management of TA vouchers [MA feedback]. 3.2.1 Launched a transformative youth Stream 2 consortium. 3.2.2 Integrated 3 streams and restricted project performance dashboard (at least for humanitarian or youth).
	4. Help set Strategy 2028	4.1. Strategy 2028 enthusiastically approved, with support from MAs and donors.	4.1.1. Driven Strategy 2028 consultation and development through to approval 4.1.2. Shaped year 6 vision/deliverables that drive strategy implementation and results framework
	5. Empower youth and invest in leadership	5.1. Increased resource allocation for youth led initiatives. 5.2 Further built leadership development programme	5.1.1. Helped shift Stream 1 resources (MA grants; TA vouchers) to young people, for them to decide. 5.2.1. Set up support for International Masters for Practising Managers (IMPM) cohort1 and drove selection of cohort2
Secretariat leverage	6. Revamp HR philosophy and practice.	6.1. GA provided Federation-wide mandate to implement Federation-wide mandate to address intersectionality. 6.2. Established fair, competitive job evaluation and pay scheme, further reducing gender pay gap. 6.3 Adjusted to post-pandemic world of work.	6.1.1. Implemented Secretariat Anti-racism Plan of Action and helped produce powerful GA public statement that transforms services, programmes, advocacy and culture. 6.2.1. Rolled out Birches salary benchmark; implement phase II and remained very high performer in Global Health 50/50 scoring 6.3.1. Explored and developed hybrid working scheme with Staff Association Committee. 6.3.2. Increased investment in health and wellbeing. Controlled staff turn-over.

	7. Advance Finance and IT journeys	7.1. Improved Secretariat budget control. 7.2. Aligned Secretariat-wide procurement	7.1.1. Optimised Netsuite and introduced the new planning and budgeting module. 7.2.1. Developed new policies and procedures. Rolled it out.
	8. Communicate	8.1. Improved MA-to-MA communication 8.2. IPPF increases profile as brave and vocal sexual / reproductive rights defender.	8.1.1. Tracked through improved MA Forum stats. 8.2.1. At least 12 different pieces of positive global media in influential publications.and 12 articles on our digital channels in 2022
Programmatic impact & innovation	9. Boost Advocacy impact	9.1. Increased advocacy impact at national level. 9.2. IPPF's positioned as sectoral leader	9.1.1. Increased number of advocacy wins (tracked through APB), achieved through building on the Advocacy Common Agenda. 9.1.2. Implemented a thoughtful, coordinated, response to RvW and worked to prevent domino effect. 9.1.3. Used participation in ICPD25 commission to enhance IPPF's positioning
	10. Services	10.1 Boosted IPPF approach to self-managed MA 10.2 Optimised FP platforms for biomedical HIV prevention	10.1.1 Supported Global Care Consortium to achieve objectives and influence beyond its members. 10.2.1 Optimise use of FP platforms for biomedical HIV prevention
	11. SRHR in humanitarian settings	11.1 Increased our reach and quality in humanitarian settings. 11.2 Mobilise additional (humanitarian) funding.	11.1.1 Launch SPRINT 4, Consolidate Stream 3 and Humanitarian Capacity Development Centres. 11.2.1 #People reached in humanitarian settings (APB) 11.3.1 Resources tracked through project pipeline and reports.
	12. Performance data and business intelligence	12.1 New strategy translated into powerful results framework that drives transformation.	12.1.1 GA approved
	13. Mobilise resources	13.1 Maintain core at budgeted levels 13.2 Initiate individual giving programme in US	13.1.1 Financial report and audited accounts 13.2.1 Financial report and audited accounts

It is a very broad set of priorities and individual performance will be measured around 3 key indicators:

1. Secretariat business plan delivered with balanced income and expenditure.
2. Delivered a successful General Assembly as per objectives accomplished and participant's evaluation.
3. Led high performing, motivated and resilient DLT as per 360° evaluation